

Dear JATCO Suzuyo Co., Ltd.



A letter was delivered to JATCO. The letters were addressed to three people working at Suzuyo Co., Ltd.'s Hina Logistics Center, located about 1 km from the Fuji headquarters. I opened a letter from a “neighbor” who is not only the logistics center for JATCO's parts procurement and production/shipping, but also plans, drafts, and proposes logistics improvement strategies.



Suzuyo Co., Ltd.'s Hina Logistics Center

Dear JATCO,

**Suzuyo Co., Ltd. Sales Division 2 General Manager Horiike**

"Hello everyone at JATCO. This is Horiike in Suzuyo. The Hina No. 2 Logistics Center where I work is located about 1 km from JATCO's headquarters and serves as a base for importing parts and exporting products mainly for JATCO. I was assigned to Hina No. 2 Logistics Center in 2021 during the COVID-19 pandemic, so at the time it was difficult for me to go to JATCO's site and I often worked remotely, but the people at JATCO were always kind to me. They have a very strong passion for manufacturing, and when I participate in logistics meetings to check the actual situation, I feel that there are no barriers between them and the logistics companies, and that we have a strong desire to steal their strengths and improve together. I participate in the logistics meetings every month, and each time I learn a lot, realizing "this is how far they go."

Also, even if we have trouble in our company, there is an atmosphere of working together to improve things rather than pursuing responsibility, and we are often asked, "What if we did it this way? Is this really the right way to do it?" They will provide you with compassionate support. Although we are sometimes given strict

requirements, we always strive to meet those expectations. In the past, Suzuyo employees were on-site to handle orders, so I get the impression that they view us as "comrades and partners." All of us involved will continue to work hard to meet those expectations, so we appreciate your continued support."



Suzuyo Co., Ltd. Sales Division 2 General Manager Horiike

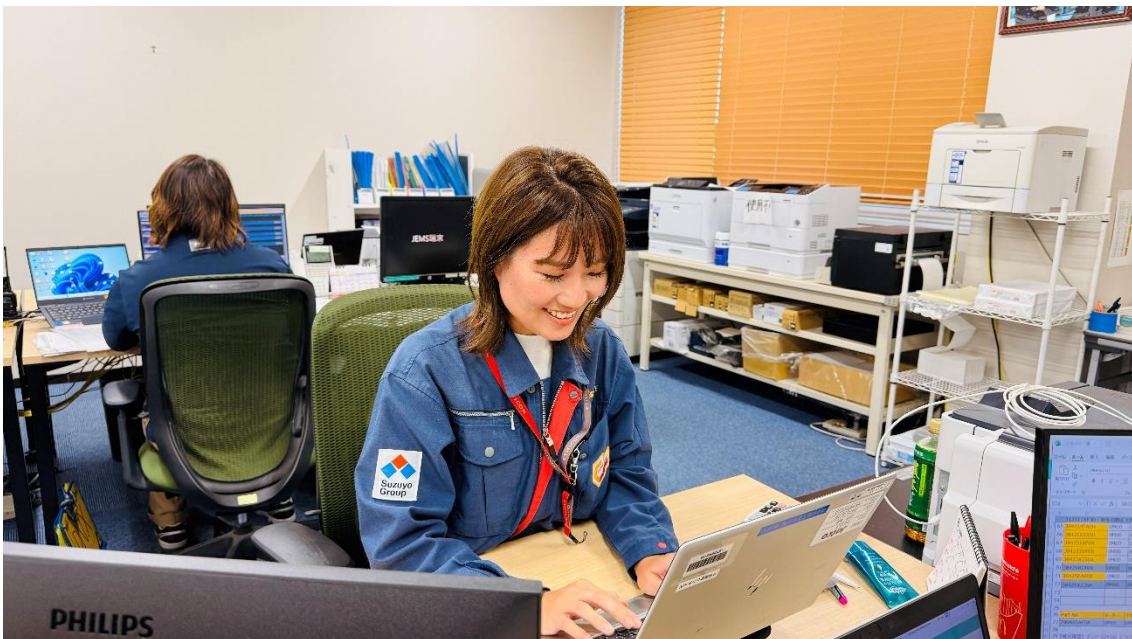
**Suzuyo Cargo Service Fuji Co., Ltd. Ms. Abe**

"I am in charge of receiving orders for JATCO's bases in China (Guangzhou) and Thailand. We distribute the local orders that come in weekly to our partners and adjust the amount of cargo loaded into containers based on their responses. Once the volume is determined, we will consider the optimal transport efficiency for transporting containers using the system. Loading containers feels like playing Tetris (laughs). I have been working with JATCO since May 2011, and was initially based in the Production Management Department (SCM Department) in Fuji Area 1. We supported the setup of Nissan systems and operational trials for new bases such as JATCO Suzhou. During the super full production in 2017, we had a lot of hard times due to the large volume of cargo, but we were able to get through it thanks to your help thinking up the best solution together with us late into the night. Looking back, I think the environment was very good and we were never treated like any other company. I was happy that I was able to participate in drinking parties as if it were a normal thing to do (laughs). Although I am no longer there full-time, we are still able to maintain a relationship. What was impressive was that JATCO referred to its



superiors as Mr./Ms. XX rather than just their job titles. The company also had a comprehensive system for shortened working hours and flexible working hours, and women were prominent in the workplace. They understood the nature of our work and treated us as colleagues.

Recently, JATCO UK was established to accelerate electrification, and at the recent Automotive Engineering Exposition 2025 YOKOHAMA many new business items were exhibited, giving us a sense of momentum. I'm a My JATCO fan, so I read the articles often. Please continue to write great articles!"



Suzuyo Cargo Service Fuji Co., Ltd. Mr. Abe

**Suzuyo Co., Ltd. Hina Second Logistics Center Mr. Yasuda**

"My responsibilities include sales and on-site management for JATCO's overseas export operations. For example, we manage the conversion of packaging for Renault and handle imports and exports between factories in Thailand and China. JATCO has been flexible in responding to various aspects of our business, and when we consulted them about problems not only in relation to accidents but also about other issues, they did not just end the matter over the phone or email, but instead came to the site and responded to our inquiries in a friendly manner; they are a very friendly company. Regarding safety, members of the safety group also come and provide support, such as identifying the cause.

Through on-site inspection meetings and other means, we had the opportunity to visit all of JATCO's factories in Japan. I am trying to emulate what I learned there and also try to imitate the good points of Suzuyo. What was impressive was the improvement example at the Yagi Factory. Various measures were taken to ensure that forklifts could move in the same direction in narrow aisles. Until now, we have given instructions to the field in a top-down manner, but I was impressed by how JATCO has skillfully implemented the PDCA cycle and conducted thorough verification, checking the progress at each stage, including at the field level. The forklift safety equipment was also made in-house which was great. This is also a great learning experience for us, and we are currently looking into whether we can use it in other situations. I would like to continue to hear from you and learn from you.

The automotive industry is undergoing rapid change, but we are also launching 3-in-1 and 5-in-1 models for the UK, and I am confident that the technology we have cultivated over our long history will continue to exist even if its form changes. I had the opportunity to visit the Welcome Center in District 1 some time ago and learned a lot. I think this technology is here to stay. I hope we can continue to work hard together in the future."

Best regards,





Suzuyo Co., Ltd. Hina Second Logistics Center Mr. Yasuda

Suzuyo Co., Ltd....Japan's oldest comprehensive logistics company, celebrating its 220th anniversary in 2021. We have long been a leader in the logistics industry, having been the first in the world to obtain a patent for a swap body that allows the loading platform to be detached on a 10-ton vehicle. The Suzuyo Group consists of approximately 140 companies, with sales of 554 billion yen and approximately 13,500 employees (as of fiscal year 2025).